

ISE 515 Engineering Project Management (3 Units)¹

Semester: Spring 2016

Mon. 6:40-9:20 pm

Room: OHE 100-B

Instructor: Ali Nowroozi

Office: GER216-C

Hours: Mon. 4:00 – 6:00 pm (by appointment)

Phone: 213-740-0867 (during office hours)

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Office: TBD

Hours: TBD

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- **SHORT** Email is the best means of communication with the instructor and the TA.
- All questions about logistics, requirements, and grades should be addressed to the TA first

Objective: This course provides a framework for understanding project management basics, its tools & techniques, its behavioral aspects, and its place within the organizational context. You will develop a structured knowledge of project management from a managerial perspective (not just a mechanistic, and not just an organic view, but an integrated view). We will go through the project life cycle, from inception to completion. Through the course assignments, case studies, and projects, we will get familiar with project manager's day to day challenges and paradoxes and how he/she can use the tools and techniques learnt in this course, as well as developing proven leadership attitudes, to better lead and manage the project. You will learn, as a project manager, how to effectively play the *chaos game* between three primary project objectives; scope, cost, and schedule, as well as other less tangible, less immediate, but equally (if not more) important objectives, aligned with corporate core ideology.

Text Books & Software

Required: Project Management: A Managerial Approach, 9th Edition, Meredith, Jack R. and Mantel Jr., Samuel J – ISBN-13: 978-1118947029 & ISBN-10: 1118947029

Optional:

- A Guide to the Project management Body of Knowledge, 5th Edition, (PMBOK Guides) [paperback], Project Management Institute (author) ISBN-13 978-1933890517
- Project Management Tools and Techniques, A Practical Guide, by Carstens, Richardson and Smith. Publisher: CRC Press; ISBN: 978-1-4665-1562-8

Software: Microsoft ® Project: The course will utilize Microsoft Project software.

- Microsoft® Project is available at the ISE laboratory computers in GER 309 (open M-F 8 to 5)
- A 60-day trial of Microsoft ® Project can be downloaded from Microsoft's website.
- It may be downloaded @ <http://viterbi.usc.edu/resources/vit/services/dreamspark.htm>.
- Note: We cannot take the class time to teach this or any other software packages. The students are expected to learn this (and/or other needed software packages) on their own. Although, as a courtesy, we will arrange for as many tutoring session by the TA as possible, limitations of these trainings shall not constraint the students from learning the program to the extent needed to complete their course assignments.

¹ Refer to USC Schedule of Classes webpage: <https://classes.usc.edu/term-20161/course/ise-515/>

Course Evaluation:

Points Breakdown -

1. Class Participation	60
2. Homework & Case Studies	240
3. Exams	400
4. <u>Team Project</u>	<u>300</u>
Total	1000

1. **CLASS PARTICIPATION:**

- *IN CLASS students are evaluated based on the level and the quality of their participation in class discussions. While we do not take attendance in this course, students who miss the lectures will also miss the opportunity to improve their scores through class participation.*
- *DEN students are primarily evaluated based on their assessment of the class discussions, posted on the discussion board, under the appropriate lecture forum, **within one week of the lecture**. They are also encouraged to participate live in class discussions and will get credit for that. Text messaging through WebEx is not the most effective way of communication, but it will be accounted for as practically as possible, if a student has no other option.*
- *ALL STUDENTS TO AVOID USING THE DISCUSSION MEDIA (D2L, WEBEX, ETC.) TO ASK QUESTIONS FROM THE INSTRUCTION TEAM OR TO DISCUSS PERSONAL/NON-COURSE RELATED TOPICS (EXCEPTION: THE WELCOME PAGE OF THE COURSE SITE IS DESIGNED FOR POSTING PERSONAL INFORMATION). ALL QUESTIONSS SHOULD BE EMAILED FIRST TO THE TA AND THEN, IF NOT RESPONDED TO, TO THE INSTRUCTOR, DIRECTLY.*
- *The Course instructor will be the sole judge of students' level of class participation.*

2. **INDIVIDIAL ASSIGNMENTS** consist of **3 homework assignments** and **3 case studies**. You will be expected to read each case study, write a short report on it, and be prepared to discuss the case in class (as time allows). The DEN students will be expected to participate *live* on WebEx or, if *justifiably* unavailable, discuss the case studies via DEN Discussion Board (as if participating in class discussions during the lectures; see above). The HOMEWORKS and CASE STUDIES due dates are shown on the course schedule below. **Homeworks and case studies points are distributed as follows:**

3 Homeworks	3@30 = 90
<u>3 Case Studies</u>	<u>3@50 = 150</u>
Total Homework & Case Studies	240

ALL INDIVIDIAL ASSIGNMENTS MUST BE PERFORMED **INDIVIDUALLY**, NO "TEAMWORK" ALLOWED HERE! While it is inevitable to answer some "definition" questions using book words (e.g. "what is the definition of Critical Path Method?"), students must attempt to use their intellect and answer the questions in their own words. In case of necessity, appropriate quotation is required. The students who miss the deadlines and submit homeworks and case studies up to one week late, will be graded based on 80% of that assignment total points. No assignment will be accepted afterwards.

3. **THREE EXAMS** will be taken with the following points distribution:

EXAM #1	100
EXAM #2 (TAKE-HOME)	200
<u>FINAL EXAM (OPTIONAL)</u>	<u>100</u>
Total EXAMS	400

The exams will cover **ALL** the material presented up to and including the preceding lecture. Points will be assigned to each section of the exam. Partial credit will be awarded according to work shown. No re-takes will be allowed. No make-up exam will be given. **ALL EXAMS WILL BE OPEN-BOOK.** The instructor will be the judge of all grades. *By taking this course, you are abiding to the instructor's judgement for your incremental and final grades.*

4. **TEAM PROJECT** criteria and grading structure will be explained in WEEK 4 (FEB. 01)
- The teams will present their projects progress incrementally through the course of the semester, as outlined in the schedule below, and finally at the last two sessions of the class (Apr. 18 and Apr. 25).
 - The TA will structure the teams based on various diversity dimensions (experience, education, discipline, DEN/OC, origins, etc.).
 - On-Campus students to respect DEN students limited availability due to their full-time work and show flexibility to accommodate for team meetings scheduling. DEN students, on the other hand, appreciate the importance of quality education and try to make team meetings a top-priority in their schedules. Note: Students' availability will be one criterion for team building by the TA.
 - **ALL PROJECT REPORTS ARE DUE ON APRIL 25, AT THE BEGINNING OF THE CLASS.**
5. **LINES OF COMMUNICATION:**

- All students **must** follow the communication protocol set forth by the Instruction team. Assignments that are supposed to be posted on the course site will NOT be graded if submitted via other media (email, hardcopy, etc.), unless specifically and exceptionally agreed, in advance.
- Assignments must be submitted in the exact format instructed by the TA and/or the instructor. In cases of discrepancy, the instructor's guidelines supersede. Assignments that do not follow submittal guidelines (File type, naming structure, content format, etc.) will NOT be graded.
- All students are responsible for proper communication and for timely transfer of their assignment files. All students to make sure all their communication lines are open and they are able to properly upload their files during the FIRST WEEK of the semester. In the exceptional case of possible glitch in the DEN system, IF IT CAN BE PROVEN, a student may submit the assignment by email. In this case, the "Date Created" attribute of the submitted file will be considered as the submittal date.
- All students are responsible to have proper training with the D2L system. If you need to schedule a training please contact DEN staff directly (or through the course TA) to arrange for a training session as soon as possible.

All due dates are provided in the next page: "Assignments & Due Dates". All students must take the exams on the exam dates and times. Exceptions only include special cases such as sickness, time zone

difference (for DEN students), or such unavoidable circumstances. **PLEASE DO NOT SCHEDULE ANY TRIPS ON THE EXAM DATES. PERSONAL OR BUSINESS ENGAGEMENTS DO NOT JUSTIFY EXAM DATE & TIME CHANGES.**

Final Grades:

Course FINAL GRADES will be determined by the distribution of point totals for the class. “Natural groupings” will be used to assign letter grades. The highest scoring group will receive A’s, the next group is the A-’s, and so on. A single point will not be the difference between any two letter grades. A “gap” must exist to create a grade boundary. If there are no gaps, everyone could get A’s!

THE GRADING PROCESS WILL BE EXPLAINED IN DETAILS IN THE SECOND LECTURE. STUDENTS ARE RESPONSIBLE TO UNDERSTAND THE PROCESS CLEARLY AS THEIR ACTUAL PERFORMANCE MAY DIFFER FROM THEIR PERCEIVED PERFORMANCE WHICH IS CONVENTIONALLY BASED ON PERCENTAGES ONLY.

THIS IS A QUALITATIVE MANAGEMENT COURSE AND STUDENTS PERFORMANCE ASSESSMENT IS SUBJECT TO THE INSTRUCTOR’S JUDGEMENT. EACH STUDENT’S PERFORMANCE DATA (**TACIT INFORMATION**) COMBINED WITH THE INSTRUCTOR’S INTUITIVE ASSESSMENT OF HIS/HER LEVEL OF EFFORT AND LEARNING EXPERIENCE (**IMPLICIT INFORMATION**) WILL DETERMINE THAT STUDENT’S OVERALL GRADE. ULTIMATELY, THE INSTRUCTOR WILL BE THE SOLE JUDGE OF ALL STUDENTS’ INCREMENTAL AND FINAL GPA’S.

Assignments and Due Dates:

WEEK	DATE	TOPIC	ASSIGNMENTS DISTRIBUTION	ASSIGNMENTS DUE	READING ASSIGNMENT
1	Jan. 11	Course Management Introduction to Project Management			Chapter 1
2	Jan. 18	NO CLASS Martin Luther King Day			<i>"Intelligence plus character, that is the true goal of education"</i> <i>Martin Luther King Jr., Jan. 15, 1929 – April 4, 1968</i>
3	Jan. 25	Strategic Management & Project Selection	Case #1 & HW #1 Start Projects Selection		Chapter 2
4	Feb. 01	Project Manager	Team Project Guidelines	HW #1(30 points)	Chapter 3
5	Feb. 08	Conflict Management & Negotiation Project Selection Presentations		Case #1 (50 points) Projects Report (SELECTION)	Chapter 4
6	Feb. 15	NO CLASS President's Day			<i>"We should not look back unless it is to derive useful lessons from past errors, and for the purpose of profiting by dearly bought experience."</i> <i>George Washington, Born: Feb. 22, 1732 – Dec. 14, 1799</i>
7	Feb. 22	The Project in the Organizational Structure EXAM #1	Case #2 & HW #2 In-Class Exam #1 (100 POINTS)		Chapter 5
8	Feb. 29	Project Activity: WBS & OBS		HW #2 (30 points) Project Report (INITIATION)	Chapter 6 (pp. 221-249)
9	Mar. 07	Budgeting: Estimating costs		Case #2 (50 points)	Chapter 7 (pp. 285 - 308)
10	Mar. 14	NO CLASS Spring Recess			<i>"Spring is nature's way of saying, 'Let's party!'"</i> <i>Robin Williams, Jul. 21, 1952 – Aug. 11, 2014</i> 
11	Mar. 21	Scheduling & Resource allocation	Case #3 & HW #3		Chapters 8 & 9 (pp.335-357 & pp 387-433)
	Mar. 28	Risk Planning & Management Project Planning Presentation			Chapters 6-9 (remaining parts)
12	Apr. 04	Project Controls & Auditing	Assign Exam #2 (200 points)	HW #3 (30 Points) Project Report (PLANNING)	Chapters 10, 11, 12
13	Apr. 11	Project Termination		Case #3 (25 points) Submit Exam #2	Chapter 13
14	Apr. 18	Term Project Presentations Case #3 Discussion			
15	Apr. 25	Term Project Presentations		Project Report (FINAL)	
	MAY 09	OFFICIAL FINAL EXAM 6:40 – 8:40 pm	(200 points)		"OPTIONAL"

Outreach DEN Students

This course is conducted in outreach format, meaning, it is available to off-campus students via video recording and streaming. Students in on-campus or off-campus receive the same instruction and perform the same tasks.

Language Support Systems

USC provides support for students who need help with scholarly writing. Students whose primary language is not English should check with the American Language Institute <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students.

Emergency Services

If an officially declared emergency makes travel to campus infeasible, USC Emergency Information <http://emergency.usc.edu> will provide safety and other updates, including ways in which instruction will be continued by means of D2L, blackboard, teleconferencing, and other technology.

Statement for Students with Disabilities

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to the professor(s) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776.

Academic Integrity

USC seeks to maintain an optimal learning environment. The Department of Industrial and Systems Engineering adheres to the University's policies and procedures governing academic integrity as described in Scampus, the Student Guidebook. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. Scampus, contains the Student Conduct Code in Section 11.00, while the recommended sanctions are located in Appendix A. Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at <http://www.usc.edu/student-affairs/SJACS>. All students are expected to understand and abide by these principles, as they will be strictly enforced throughout the semester.

Note: This syllabus is subject to change.